

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400, BOX 1000
APO AE 09128

DIRECTIVE
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SECURITY ASSISTANCE

Administration of Security Assistance Organizations/Offices (SAO)

1. **Summary.** To furnish guidance and outline procedures to be followed in the conduct of SAO internal operations and administration under conditions short of general war.
2. **Applicability.** This directive is applicable to all SAOs in the USEUCOM area of responsibility.
3. **Internal Control Systems.** This directive contains internal control provisions and is subject to the requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.
4. **Suggested Improvements.** The proponent for this directive is the International Affairs Division, Logistics and Security Assistance Directorate. Suggested improvements should be forwarded to HQ USEUCOM/ECJ4-ID, Unit 30400, Box 10000, APO AE 09128.
5. **References.** See Appendix A.
6. **Explanation of Terms.** The term SAO applies to all military elements, regardless of actual title, assigned responsibilities for carrying out USEUCOM security assistance management and Defense Cooperation in Armaments (DCA) functions. Within the USEUCOM area, the following titles will be used: Office of Defense Cooperation (ODC), Security Assistance Office (SAO), Defense Cooperation in Armaments Office (CDAO – Israel only), or Office of Military Cooperation (OMC - Lebanon only). For the purpose of this directive, the generic term SAO will be used to identify all the offices above.
7. **SAO Organization.**
 - a. Each SAO will be organized in accordance with recommendations of the SAO Chief in coordination with HQ USEUCOM (ECJ4) and as approved by proper authority (as described in USEUCOM Staff Memorandum (SM) 51-1, Manpower Control).
 - b. SAO will be charted to the level of the lowest organizational element and will be documented by a joint manpower program showing job title, MOS/Billet Code/AFSC, authorized grade, and service for each position. Functional charts will state briefly the responsibilities of the Office of the Chief and organizational elements through branch level.

Proposed changes in organization will be sent to HQ USEUCOM ECJ4-ID for review, approval, and subsequent referral to HQ USEUCOM ECJ1-PM in accordance with SM 51-1.

c. The U.S. Defense Representative (USDR) is the representative of the Secretary of Defense (SECDEF) and USEUCOM for the coordination of administrative and security matters for all Department of Defense (DoD) noncombatant command elements in the foreign country in which the USDR is assigned. The USDR is the Chief of the Diplomatic Mission's (COM) single point of contact for these purposes and is designated to assist the COM in carrying out responsibilities under Public Law 99-399. USDR duties are described in USEUCOM Directive (ED) 56-9, Procedures for the U.S. Defense Representative (USDR). SAO Chiefs will not normally be designated USDR when a Defense Attaché Office (DAO) is present.

d. Manpower Authorizations.

(1) HQ USEUCOM is responsible to the Joint Chiefs of Staff (JCS) for making recommendations concerning manpower requirements of SAOs. SM 51-1 provides instructions for requesting changes to manpower authorizations. Copies of manpower change recommendations will not be furnished to external agencies without the approval of ECJ4.

(2) SAO Chiefs will reply through ECJ4-ID, with information copies to ECJ1-PM on all correspondence received directly from Military Departments relating to SAO manpower requirements.

8. **Management Responsibilities.**

a. USCINCEUR responsibility for the administration of Security Assistance Team (SAT) personnel is accomplished through the country SAO. The level of support provided to team members under a Foreign Military Sales (FMS) case will not exceed that authorized for other in-country DoD personnel of equivalent grade who are funded by U. S. appropriations.

b. The SAO has responsibility for oversight of SAT personnel and activities. The SAO will ensure that the quality of support provided to all in-country SAO personnel is both fair and equitable.

9. **SAO Personnel and Administration.**

a. Joint Manpower Program. SAO Chiefs are responsible for ensuring that organizational manpower is consistent with established policy, including Section 515 of the Foreign Assistance Act, and adequate to support mission requirements. Additionally, SAO manpower will be reviewed yearly to ensure appropriate funding criteria are followed with respect to both the Security Assistance and non-Security Assistance missions. Security Assistance and non-Security Assistance manpower are funded from different accounts. Detailed procedures for SAO manpower management and the Joint Manpower Program (JMP) process are contained in SM 51-1. Under normal conditions, 24 to 30 months will elapse between the submission of a JMP request and the on-station arrival of an individual to fill the approved position.

b. Military Personnel Actions.

(1) Military personnel from all branches of the Service are assigned to SAOs. SAO Chiefs must be aware that Personnel Performance Report Standards (PPRSs) vary from Service to Service. SAO Chiefs will not apply their individual Service standards to members of another Service. SAO Chiefs will need to be familiar with the following: AR 623-105, AR 623-205, BUPERS INST 1610.10, MCO P1610.7E, AFI 36-2402 and AFI 36-2403. ECJ4 will remind SAOs on individual Service reporting requirements 30 days in advance of the reporting period close out date. The SAO Chief shall ensure that each individual Service PPRS is maintained and that military personnel evaluation reports are submitted to ECJ4-ID in draft seven days before their close out dates. Signed reports must be received by ECJ4-ID no later than five days after their close out dates. The draft report will include an electronic copy of the evaluation, and for all evaluations requiring HQ EUCOM endorsement, recommended peer and promotion potential markings as well as comments for headquarters raters. In addition, the SAO Chief shall provide the date and type of board the individual is scheduled to meet during the next evaluation period, if any. ECJ4-ID will submit all personnel evaluation reports to ECJ4-IM no later than five days after their close out dates.

(2) Requests for tour extensions. Requests for tour extensions will not be made until the individual has been onboard for more than ten months. Extension requests will be submitted one year in advance of scheduled DEROS. This does not apply to one-year tour areas, which will be handled on an individual case-by-case basis. All requests regardless of tour length will be coordinated through ECJ4-ID, ECJ4-MS, ECJ4, and ECJ1.

(3) SAO manpower reporting. An accurate portrayal of SAO manpower requirements, coupled with timely submission of all requests for manpower replacement, will ensure the smooth rotation of personnel. The JMP is the source document for manpower requisitions and particular attention should be paid to mandatory training prerequisites; e.g., language training, DISAM, antiterrorism training, and security clearances. A change in SAO mission or focus of an organizational billet will require a technical change to the JMP.

(4) SAO nominative positions. Nominative positions in the SAO require close attention because they are widely misunderstood, particularly by COMs. Selection and training requirements for SAO personnel are outlined in Department of Defense Directive (DoDD) 2055.3, Manning of Security Assistance Organizations and the Selection and Training of Security Assistance Personnel. Replacement of military personnel is managed through the normal Service assignment process; however, the individual Service headquarters must coordinate with the SAOs, ECJ4 and the Defense Security Cooperation Agency to ensure replacement personnel meet the requirements of the position.

c. Support of Technical Assistance Field Teams (TAFT) and Extended Training Service Specialist (ETSS) personnel.

(1) The personnel service records of Technical Assistance Field Teams (TAFT) and Extended Training Service Specialist (ETSS) personnel will be maintained by their respective Service support organizations.

(a) U.S. Air Force (USAF) personnel: HQ USAFE Mission Support Squadron (MSS) located at Patch Barracks, Stuttgart Vaihingen, Germany, APO AE 09131. Telephone: DSN 430-5544; commercial (49) 711-680-5544. Email: dpm@usafemss.eucom.mil.

(b) U.S. Army (USA) personnel 510th Personnel Services Battalion (PSB) located at Panzer Kaserne, Stuttgart Vaihingen, Germany, APO AE 09046. Telephone: DSN 431-2798; Fax: DSN 431 2315 (commercial (49) 7031-15xxx).

(c) U.S. Navy (USN)/U.S. Marine Corps (USMC): Determined by the Navy Military Personnel Command with the location annotated on the individual's travel orders.

Regardless of branch of Service, Mobile Training Team (MTT) and Technical Assistance Team (TAT) personnel records will be maintained by their parent unit and Service personnel center.

(2) Military personnel pay records. Military pay records for USA TAFT/ETSS personnel are maintained by the Commander, 208th FB, APO AE 09279. (Telephone: DSN 430-8309; commercial (49) 711-680-8309.) USAF military pay records are maintained by the HQ USAFE MSS (finance and accounting office), Patch Barracks, Stuttgart-Vaihingen, Germany, APO AE 09131. (Telephone: DSN 430-8340; Email: fmf@usafemss.eucom.mil.) For Navy/USMC members, pay record location is determined by the Navy Military Personnel Command, location annotated on the individuals travel orders. Regardless of branch of Service, finance records for MTT/TAT members are maintained at their parent organization accounting and finance office.

d. Support of Civilian Personnel.

(1) Management of the U.S. Civilian Personnel Program (CPP). CPP management is performed by either DoD/Army or Air Force Civilian Personnel Advisory Center (CPAC). SAOs located near a servicing CPAC are usually authorized to use that organization. Remote locations are serviced by the CPAC located in Stuttgart, Germany (Telephone: DSN 421-2665 (commercial (49) 711-729-2665); Email: eucomtm@cpoceur.army.mil). SAO Chiefs are not authorized to hire personnel without advance CPAC approval. Payment is not authorized for any work performed prior to CPAC approval of the hiring action.

(2) Security clearance approval for U.S. civilian employees. Authority to grant security clearances for U.S. civilian employees rests with the HQ USEUCOM Security Office. Contact ECJ4-IM at DSN 430-5414 (Fax: DSN 430-7363, commercial (49) 711-680-xxxx) for assistance.

(3) Local National (LN) Employment. SAOs employ LNs as authorized by the current JMP. Hiring actions are accomplished by local U.S. Embassy personnel offices. Although ED 30-6, Administration of Civilian Employees in the USEUCOM AOR, is the source directive, U.S.-host country agreements can play a major role in the hiring/termination process.

(4) Security clearance approval for Local Nationals (LN). LNs may be granted Limited Access Authorization under ED 25-6, Policy and Procedures for the Administration of Limited

Access Authorization (LAA), in order to fill special skill requirements (such as interpreter). Limited access authorization does not permit access to classified material.

(5) Civilian performance appraisals. Civilian reports are as important as military officer/enlisted reports. (See ED 30-30, Civilian Performance Management and Awards.) Supervisors and employees will jointly develop performance standards within 30 days of employee entry on duty or from start of rating period. These standards must clearly indicate both management and employee expectations. The rating cycle for each category, in accordance with the Stuttgart CPAC, is as follows:

GS-6 employees from 01 February to 31 January.

GS-5 employees from 01 April to 31 March.

GS-9 through GS-12 employees from 01 October to 30 September.

GS-13 through GS-15 employees from 01 July to 30 June.

(Note: rating periods for other categories of employees may vary depending on the servicing CPAC. SAO Chiefs are required to consult the servicing CPAC for specific management details.)

(6) Recognition of outstanding civilian employee performance. To recognize and encourage exemplary performance, supervisors may grant incentive awards to their civilian employees. These awards vary in type and cash amounts. The servicing CPAC, ED 30-30 and AR 672-20 provide further information.

e. Medical Support Services.

(1) Arranging medical support. The post medical officer usually provides or arranges medical support such as aeromedical evacuation, medical material, or crisis response medical teams. The USEUCOM office of the Command Surgeon (ECMD) can assist in these activities. ECMD can be contacted at DSN 430-7460/7459 (commercial (49) 711-680-7460/7459) or by email at ecmdgroup@ntmail.eucom.mil.

(2) Medical claims processing. In those locales where U.S. military medical facilities are not readily available, medical support is generally provided through TRICARE-Europe. In order to facilitate claims processing, provisions have been made for filing claims by message. All SAOs have been provided detailed instructions on the TRICARE-Europe procedures. ECMD can be contacted at DSN 430-5392 (commercial (49) 711-680-5392) to assist in reaching appropriate assistance if direct avenues to TRICARE prove unsuccessful.

(3) Outpatient medical appointments. Outpatient appointments for the Landstuhl/Ramstein military hospital/clinic area in Europe are best made through the Referral Coordination Service (RCS), Landstuhl Regional Medical Center at DSN 486-8926/8922; commercial (49) 6371-86-8926/8922, and/or DSN FAX 486-8903. Medical appointments for General Officers, Distinguished Visitors, Embassy DAO/Attache officers, Air and Naval Attaches and staff, and Ambassadors can be made by contacting the Medical Special Operations,

Aerospace Medicine Squadron, Ramstein Medical Group at DSN 479-2330; commercial (49) 6371-47-2330 (DSN FAX 480-9501). To obtain medical care beyond the Ramstein/Landstuhl area contact the appropriate TRICARE Service Center at the nearest Military Medical Treatment Facility. Appointments should be scheduled 30 days in advance. Emergency requests will be handled as quickly as possible.

(4) Funded travel for routine medical services.

(a) The following agencies can provide fund cites for funded medical travel for services members and their families on Invitational Travel Orders:

- i. Army: US Army Europe Regional Medical Command, MCEU-PD. DSN 486-8114/7275, FAX DSN 486-8655 (commercial (49) 6371-86-xxxx).
- ii. Navy/Marines: US Navy Field Support Activity. DSN 325-1523, FAX DSN 325-1541 (commercial (01) 202-685-xxxx).
- iii. Air Force: Contact area MTF.

(b) The Theater Patient Movement Requirements Center (TPMRC)-Europe, Ramstein AB, GE is available to assist with the movement of patients to and from medical appointments. This assistance is available from standard AE mission locations and for urgent and priority patient movement. The TPMRC can be reached at DSN 480-2235/2264 (DSN FAX 480-2345/8045), commercial (49) 6371-47-xxxx, or by email at tpmrceurope@ramstein.af.mil.

(5) Dependents on medical travel. Normally, dependents are not authorized per diem while on medical travel but may claim actual expenses up to the per diem level. The only exception is a dependent that is designated on orders as a nonmedical attendant. In all cases, reimbursement is in accordance with the JFTR, Chapter 5, Part C, paragraph U5240.

f. Awards and Decorations.

(1) U.S. Awards and Decorations. Military personnel assigned to an SAO are eligible for either joint (if assigned to an authorized joint billet) or service (if not assigned to a joint billet) awards. Joint awards approved at HQ USEUCOM are the Defense Meritorious Service Medal, the Joint Service Commendation Medal, and the Joint Service Achievement Medal. Recommendations for the Joint Service Commendation Medal and Joint Service Achievement Medal must be at ECJ1 15 days (ECJ4-IM 30 days) in advance of the desired presentation date. Recommendations for the Defense Meritorious Service Medal must be at ECJ1 60 days (ECJ4-IM 80 days) prior to the desired presentation date. Awards approved at the Office of the Secretary of Defense level include the Defense Distinguished Service Medal and the Defense Superior Service Medal. Recommendations for these awards must be at ECJ1 120 days (ECJ4-IM 140 days) prior to the desired presentation date; 90 (110) days for retirement. Joint awards are generally not authorized for TAFT/MTTs; however, service awards may be recommended. All service awards must be submitted 90 days in advance. See ED 30-15, Awards and Decorations, for appropriate formats and submission procedures.

(2) Superior achievement by SAT personnel. Specific policy and procedures for providing appropriate recognition for superior service or achievement by SAT personnel is also contained in ED 30-15.

(3) Foreign Gifts and Awards. SAO personnel shall neither request nor encourage awards or gifts from a foreign government. Furthermore, personnel shall not accept financial payment, compensation, or other monetary benefits from a foreign government.

(a) Foreign Gifts. DoD Directive 1005.13, Gifts from Foreign Governments governs the acceptance and retention of gifts from foreign governments. Whenever possible, individuals should politely refuse gifts of any type or nature; gifts should be accepted only if the refusal would cause embarrassment to the U. S. government or the presenting government. At present, the maximum value of a gift that an employee may retain is \$260.00. Gifts exceeding this maximum value are the property of the U. S. Government and should be deposited with the employing DoD Component for disposition in accordance with DoD Directive 1005.13. Gift disposition should be coordinated with the ECJ4 and HQ USEUCOM Judge Advocate (ECJA).

(b) Foreign Decorations and Awards. DoD Manual 1348.33M, Manual of Military Decorations and Awards, states that whenever possible, without giving offense, DoD personnel should refuse to accept foreign decorations. When it is in the interest to maintain friendly relations and avoid insult, decorations may be accepted and subsequently worn provided prior approval is obtained from the member's Military Department. Without this approval, any awards presented will become the property of the USG.

g. Emergency Assistance.

(1) Emergency Leave Travel. Leave is authorized for the service member and dependents under Joint Travel Regulation (JTR), Vol. 1, Chapters 5 and 7. Depending on the nature of the emergency, the SAO Chief can grant appropriate authorization to dependents and service members. Round trip airfare will be funded out of the SAO TDY budget from the closest in-country, international airport to the closest international airport in the U.S, including Alaska, Hawaii, Puerto Rico, the Virgin Islands or other possessions of the U.S. Cost of transportation authorized or approved will not exceed the cost of government procured air. The SAO Chief should coordinate with ECJ4-ID before committing funds for emergency leave travel.

(2) Emergency Financial Assistance. Financial assistance is available for financial needs such as advance payment of medical services, emergency travel, or other unexpected contingencies. The SAO Chief verifies the legitimacy of the financial need with a message request for assistance to DSCA-Plans with info copies to the appropriate service relief organization, HQ USEUCOM, and the Military Department of the service member. The Service relief organization normally will notify the SAO Chief that funds will be transmitted through the Department of State to the local embassy budget and finance office. If the money is not available within 48 hours of receipt of the approval message, notify DSCA. Repayment of loans will be by allotment.

h. DoD Combined Federal Campaign and Service Assistance/Relief Fund Drives. SAO Chiefs are required to conduct the annual DoD Combined Federal Campaign drive each fall. Additionally, SAO members are encouraged to contribute to their respective Service Assistance/Relief Fund drives, since SAOs have regularly benefited from the activities of these organizations.

i. Dependent Education.

(1) Command sponsored dependent education. Command sponsored school age family members have the right to tuition-free education through the Department of Defense Dependents Schools (DoDDS). DoDDS transportation and zoning criteria should be considered carefully before selecting economy housing to ensure easy access to a DoDDS bus route. When DoDDS is not available, non-DoD schools are used. DoD Directive 1342.13, Eligibility Requirements for Education of Minor Dependents in Overseas Areas and DoDEA Regulation DS 2035.1, Use of Non-DoD Schools, provide guidance. The DoDDS-Europe Web page at <<http://www.dodds-e.odododea.edu>> also provides policy updates concerning enrollment and eligibility. Contact ECJ1 (DoDDS Liaison Office) at DSN 430-5336 (commercial (49) 711-680-5336) or via email at schools@ntmail.eucom.mil for assistance.

(2) Funded Dependent Travel. JTR Vol. 1 authorizes one funded round trip annually for student family members of military personnel stationed overseas. Sufficient lead-time should be allowed to get orders to the student's location. ECJ1-PO (Telephone: DSN 430-7209; Fax DSN 430-5607 (commercial (49) 711-680-xxxx)) can provide further details on Service specific requirements.

10. SAO Budget and Fiscal Operation.

a. SAO Budget submission. The SAO will submit the annual operating budget to HQ EUCOM in May of the calendar year. HQ USEUCOM will review the budget and subsequently forward it to DSCA for final approval. Budget submissions capture all costs associated with the operation of the SAO. Specifically excluded are FMS related costs, which are charged directly to an FMS case (e.g., TDY travel solely in support of case). Funding requirements should be based on realistic estimates of the minimum amount needed to accomplish the mission. Careful management of all SAO funds is important.

b. SAO Operating Funds. The primary sources of operating funds for SAOs are Foreign Military Sales (FMS) administrative surcharge (2.5 per cent) funds and appropriated funds. SAO operating funds are subject to the same fiscal controls and regulations pertaining to all DoD funded appropriations.

c. Operation and Maintenance, Army (OMA) Operating Funds. SAOs may budget for and receive OMA funds for OMA billet mission requirements. Authorized uses of such funds are contained in Defense Finance and Accounting Service (Indianapolis Center) Regulation 37-1, Finance and Accounting Policy Implementation.

d. Operating Budget Responsibilities. Budgets and financial management are the means by which we obtain funds to finance operations within DoD guidelines. Thus, SAO Chiefs and

managers must be actively involved in the SAO operating budget. ED 50-2, Administration and Control of Financial Resources, provides information on budget responsibilities. Contact ECJ4-MS at DSN 430-5282 (Fax DSN 430-5640) or commercial (49) 711-680-5282 for assistance.

e. International Cooperative Administrative Support Services (ICASS). Charges associated with SAO participation in the State Department's cost-sharing ICASS agreement are not included in the SAO direct funded operating budget. Instead, these charges are billed directly to DSCA. However, ICASS costs are included with indirect costs, which make up the total budget that HQ USEUCOM must manage. Therefore, the pro rata charges associated with the ICASS agreement must be scrutinized to ensure payment is made only for support and services actually received. Charges for Embassy support of TAFTs or MTTS, which are legitimate, must be charged to individual FMS cases.

f. Internal Management Control Program (IMCP). The IMCP program was established as a part of the 1982 Federal Manager's Financial Integrity Act and is implemented by Office of Management and Budget (OMB) guidelines and General Accounting Office (GAO) standards. It is reinforced by a high profile DoD Inspector General (IG) inspection program. Federal managers at every level are charged to implement controls and maintain a documented program to protect government property, funds and other assets from fraud, waste, misuse, or misappropriation. Within EUCOM, the program is implemented by ED 50-8, Internal Management Control Program. Guidance contained in this ED simplifies the administrative process for the SAO and meets program requirements. Important elements for the SAO Chief to remember include the annual statement of assurance due by 20 October each year and the semiannual feeder reports due on 10 April and 10 October.

g. Management of Petty Cash Funds. Petty cash accounts should not be maintained unless necessary for the smooth operation of the SAO, as they have a very high potential for abuse. When reviewing petty cash fund records, attention should be paid to the following indicators of irregular expenditures: purchases described as miscellaneous; expenditures to support VIPs; payments made without proof of purchase in voucher file; and expenditures which are of a personal nature.

h. Management of Representation Funds. SA representation funds are provided for use by the SAO to further U.S. policy objectives and to maintain the standing and prestige of the U.S. government by extending official courtesies to dignitaries and officials of the U.S. and host country. When social activities are planned and organized, in honor of a senior U.S. official's visit, contact the office of the visitor since funds are frequently available from this source to offset costs associated with the social function. These VIPs are aware of the strain their visits place on local representational accounts and will ordinarily assist with reasonable costs. The USEUCOM Comptroller (ECCM) will provide specific guidance when it becomes available.

i. Irregular Procurement Practices. Only duly appointed contracting officers have authority to execute contracts on behalf of the U.S. Government for the purchases of goods, services, and equipment. Contracting support is normally available to the SAO through the Embassy's contracting office. There are no duly authorized contracting officers in the SAO; therefore, SAOs will not enter into contractual agreements (oral or written) with vendors. Moreover,

because DoD funds are directly cited in contracts negotiated by the Embassy contracting officer, the purpose and use of funds must comply with DoD regulations and Federal Acquisition Regulation (FAR) procedures.

j. Civilian Chauffeur Uniforms. Each civilian employee required by regulation or agency policy to wear a prescribed uniform in the performance of official chauffeuring duties, who is not furnished a uniform, is entitled to be furnished a uniform or paid a uniform allowance, not to exceed \$300.00 U.S. dollars per fiscal year. A uniform is defined by Comptroller General Decision B-251189 (dated 8 April 93) as "distinctive or characteristic clothing." (Items such as business suits, overcoats and gloves are articles of personal equipment which, in the absence of specific authority of law, cannot be furnished at the expense of the U.S. Government) The amount of allowance to be paid, or the cost of the uniform furnished, must be within the maximum legal limit of \$300.00 per year for each employee. Replacement allowances in subsequent years will be paid as required but not in excess of \$300.00 U.S. dollars per fiscal year. The allowance for the first year shall be paid in advance, starting with the date the employee is required to wear the uniform, in order to help defray the initial cost of the uniform. Subsequent annual allowances help defray the cost of replacement of the uniform. Replacement costs are based on initial cost prorated over the estimated life of the article, rather than an amount necessary to defray replacement cost within any specific year.

k. Furnishing of Quarters.

(1) Furniture/major appliance support for personnel quarters is available to military personnel when the JTR does not allow a full household goods shipment. Availability of individual items may vary.

(2) Furnishing of Officer Quarters. The procurement of table linens and small kitchen equipment for officer quarters is not authorized. With the exception of special command positions (as identified in DoD Directive 1100.12, Authority for Establishing Special Command Positions), DoD funds cannot be used to replace or supply table linen, dishes, glassware, silver and/or kitchen utensils for use in the residence/quarters of officers. See 10 U.S.C. 2387 and DPD 4165.43.

l. Procurement of Commercial Printing Services. The expense of personalized calling cards and invitations must be borne by the individual service member. Non-personalized calling cards and invitations (i.e., material without personal name imprints) can be purchased with SAO operating funds.

m. SAO Housing Leasing/Rentals.

(1) There are two types of housing for SAO personnel: private rental or U.S. Government lease (as defined by AR 1-75). Normally, SAO Chiefs obtain leased housing through the Embassy housing pool. Additional SAO personnel obtain housing via U.S. government lease or private rental agreements, which are reimbursed using existing quarters allowance, Station Housing Allowance (SHA), or Overseas Housing Allowance (OHA).

(2) Any dwelling considered for lease must be inspected by the Embassy Regional Security Officer (RSO) to ensure it meets, or can be readily modified to meet, security standards. Although no dollar limit has been established to modify dwellings to meet security standards, common sense and good fiscal management will prevail. In certain cases, usually involving a high threat, the U.S. Government may fund security enhancements to privately leased quarters through the Move-In Housing Allowance/Security described in Joint Federal Travel Regulations (JFTR) Volume 1.

(3) Advance payment of overseas housing allowance and basic allowance for quarters. The JFTR, paragraph U9116 and supporting individual service regulations provide the means to obtain a cash advance to pay security deposits, advance rent, and other initial expenses incident to occupying other than government housing. Such advance payments will normally be paid back over the ensuing 12-month period or, with permission, spread over the entire tour length. Repayment of advances paid as security deposits exceeding \$1000 may be postponed until the housing is vacated.

n. CINC Initiative Fund (CIF). The primary focus of the CIF is to support unforeseen contingency requirements critical to CINC joint warfighting readiness and national security interests, providing the CINC a means to react to unexpected contingencies and opportunities. CJCS Instruction 7401.01A, CINC Initiatives Fund, describes this funding source, its limitations, and application procedures. The USEUCOM Comptroller (ECCM) is the USEUCOM proponent for this program.

11. **Logistics Support.** Policy and procedures for logistics support of SAOs are contained in: DoD Regulation 4515.13-R, Air Transportation Eligibility; AR 1-75/OPNAVINST 4900.31G/AFR 400-45, Administrative and Logistical Support of Overseas Security Assistance Organizations; and USEUCOM Directive 64-2, Management of Non-tactical Vehicles. These policies and procedures are updated periodically by HQ USEUCOM ECJ4-ID Policy Letters.

a. Accountability of Government Property. The SAO Chief is responsible for the accountability of SAO property and will ensure that property management is maintained in accordance with Department of the Army Regulations (AR 710-2 and DA Pam 710-2-1). SAOs are required to maintain a property book using the Automated Property Accounting System (APAS). If property is lost or damaged a Report of Survey in accordance with AR 735-5 will be immediately initiated and forwarded to ECJ4-ID (Telephone: DSN 430-8289; Fax DSN 430-5969 (commercial (49) 711-680-xxxx)) for action.

b. Authorization to maintain Government Property. All non-expendable property for the SAO will be authorized by CTA 50-909, the Joint Table of Allowances (JTA) or AR 840-10. In accordance with AR 1-75, a revised JTA will be submitted every two years or in lieu of a fourth change. Contact the ECJ4 property manager for guidance and examples. JTA changes or revisions will be submitted directly to ECJ4-ID for processing. Copiers must first be approved IAW SM 5-14, ADP equipment must first be approved by ECJ4-ID. ECJ4-ID can be contacted at DSN 430-8289 (Fax DSN 430-5969) or commercial (49) 711-680-8289.

c. Enhanced Morale, Welfare and Recreational (MWR) support. All equipment and services that are provided as a part of the enhanced Morale, Welfare and Recreational (MWR) program will be approved as described in Section 25 of this directive.

d. Mortuary Support Services. Mortuary support is provided at government expense to SAO personnel by either the U.S. Embassy or DoD. If services are provided by DoD, ED 66-1, Mortuary Affairs, applies. For assistance contact ECJ4-LSO at DSN 430-5807 (Fax DSN 430-5090) or commercial (49) 711-680-5807.

e. Vehicular Support. SAO vehicle authorizations are based on the JTA and are governed by DoD 4500.36-R, Management, Acquisition and Use of Motor Vehicles and AR 58-1, same title. SAO Chiefs are responsible for the proper procurement, administration and operation of official vehicles in accordance with ED 64-2, Management of Nontactical Vehicles (NTV). Official vehicles will be used for official business. The SAO Chief will publish a local Vehicle Standard Operating Procedure. If a vehicle is involved in an accident, a report will be provided to ECJ4-ID in accordance with ED 64-2.

12. **Welfare and Administrative Support of SAO.** Welfare and administrative support not furnished by the Department of State or host country will be made available in accordance with AR 1-75/OPNAVINST 4900.31G/AFR 400-45. Contact ECJ4-MS at DSN 430-5282 (Fax DSN 430-5640) or commercial (49) 711-680-5282 for waiver procedures if required.

13. **Internal Administration of the SAO.** SAOs will use U.S. Army regulations for guidance in establishing overall internal administration of the SAO. Established internal SAO administrative procedures must not conflict with applicable HQ USEUCOM directives. Contact ECJ4-Special Projects at DSN 430-5852 (Fax DSN 430-5969) or commercial (49) 711-680-5852 for waiver procedures if required.

14. **Legal Services.**

a. Foreign Criminal Jurisdiction. ED 45-3, Foreign Criminal Jurisdiction over U.S. Personnel, provides policy related to the exercise of criminal jurisdiction over U.S. personnel by a foreign government. In each country, a Designated Commanding Officer (DCO) is responsible to carry out the responsibilities of the Foreign Criminal Jurisdiction directives. ED 45-3 will be used to determine who has been appointed as DCO for each country within the USEUCOM AOR. In some countries, the U.S. Defense Attaché serves as the DCO.

b. Disciplinary Jurisdiction over SAO Personnel. ED 45-4, Administration of Military Justice, prescribes policy and procedures for the administration of military justice in EUCOM. SAO Chiefs will ensure that military personnel within their organizations suspected of misconduct are referred to the accused member's service element commander as specified in ED 45-4 for appropriate disciplinary action (i.e., non-judicial punishment and courts-martial).

c. Commanders Authorized to Convene Courts-Martial. ED 45-4 lists Commanders authorized to convene courts-martial or to impose non-judicial punishment to U.S. forces assigned to SAO duty. Additionally, SAO Chiefs are required to seek legal advice if a question

exists on Standards of Conduct. Direct communications concerning any legal matter is authorized between SAO Chiefs or Service element commanders within SAO and the HQ USEUCOM Judge Advocate (ECJA).

d. Claims For or Against the U.S. Government. Procedures for SAO organizations to process claims for or against the U.S. Government are outlined in ED 45-6, Claims Procedures for Security Assistance Organizations (SAOs). For assistance contact ECJA at DSN 430-7354 (Fax DSN 430-5732) or commercial (49) 711-680-7354.

e. Standards of SAO Personal Conduct. DoD 5500.7-R, Joint Ethics Regulation, provides comprehensive guidance with respect to standards of conduct. SAO personnel will review and adhere to this directive. Violations of established rules and regulations constitute a serious violation of trust and infractions will result in appropriate disciplinary action. Contact ECJA at the numbers above for assistance.

f. Negotiation of International Agreements. ED 5-13, International Agreements - Authority and Responsibilities, provides guidance concerning negotiation, conclusion, and reporting of international agreements. SAO personnel will comply with the provisions of this directive prior to entering negotiations with foreign representatives or making commitments, written or oral, on behalf of the U.S. Government. For assistance contact ECJ4-MA at DSN 430-8544 (Fax DSN 430-7408) or commercial (49) 711-680-8544.

15. **Physical Training Standards for Military Personnel.** The individual Services require military members to actively participate in physical training and individual testing programs. The SAO Chief will ensure that Service specific physical training standards are maintained and that Service specific physical testing results are accurately reflected on the respective individual's official personnel evaluation report. Assignment to SAO duty does not relieve military members from meeting Service specific physical readiness standards.

16. **Maintenance of Official SAO Publications.** The SAO Chief is responsible for ensuring all pertinent publications are available to the SAO in either hard- or softcopy. Over 200 EUCOM, DoD, and Army publications have application to SAO operations, and these publications are reflected in the ECIG SAO/ODC Inspection Guide. SAOs are not required to maintain paper copies of these publications as such a large library would require significant effort to keep updated. Because most publications are available on the Internet, SAO Chiefs are encouraged to ensure all SAO personnel are familiar with how to use the Internet to read and download publications.

17. **SAO Security Operations.**

a. SAO Chiefs are required to establish security programs in accordance with: DoD Regulation 5200.1R, Information Security Program; DoD Regulation 5200.8R, Physical Security Program; ED 25-1, HQ USEUCOM Security SOP; ED 25-6, Policy and Procedures for the Administration of Limited Access Authorization (LAA); ED 40-11, Counterintelligence and Security; ED 55-9, Operations Security; SM 100-3, Authorized Use of Government Computer

Networks; and USEUCOM Pamphlet 25-1, Coping with Violence Abroad, U. S. European Command Personal Protection Pamphlet.

b. Security Threats. Security threats are acts or conditions that may result in the compromise of information; loss of life; or destruction or theft of government property. Personnel at all levels are required to ensure that security measures are properly integrated into all aspects of SAO daily operations.

c. Information Security. SAO Chiefs will implement an Information Security Program (ISP), including any necessary COMSEC control measures, upon posting. The ISP shall include procedures for management of both hard copy material and information systems. The Department of State (DoS) and DoD elements at the SAO will work together to ensure effective ISPs are developed and maintained as addressed in the 1992 Memorandum of Understanding (MOU) between the DoS and DoD on overseas security support. Any conflicts concerning interpretation of responsibility for information security shall be referred to the Chief of Mission for resolution. The Regional Security Officer (RSO) shall be the focal point at each Foreign Service Post (FSP) to ensure compliance with security requirements. DoD 5200.1-R, Information Security Program; ED 25-4, Joint Key Management; and ED 25-5, Information Assurance, govern the development and execution of SAO ISPs. Individual SAO ISPs shall provide direction on control and storage of classified, emergency planning, program training requirements, and security incident report procedures.

d. Sensitive Compartmented Information (SCI). SCI billet administration, access and certification is governed by ED 25-3, Sensitive Compartmented Information Access Management Administration, SCI Access Certification. The ECJ4 Security Manager manages all SCI billet assignments. Prospective SAO Chiefs will initiate SCI Clearance requests as soon as practical by contacting ECJ4-IM at DSN 430-5414 (Fax: DSN 430-7363) or commercial (49) 711-680-5414.

e. Limited Access Authorization. SAO Chiefs are required to ensure that Limited Access Authorization is provided to individuals who meet the basic requirements identified in ED 25-6. ED 25-6 also provides policies and procedures for obtaining Limited Access Authorization.

f. Operations Security (OPSEC). SAO Chiefs are required to implement and maintain an OPSEC program. ED 55-9, Operations Security, governs SAO OPSEC.

g. Physical Security and Antiterrorism Programs. The DoS and DoD work together to ensure effective SAO Physical Security/Antiterrorism programs are developed. This arrangement is addressed in a Memorandum of Understanding (MOU) between the DoS and DoD. The Regional Security Officer (RSO) is the focal point at each Foreign Service Post to ensure compliance with security requirements. SAO Chiefs will establish liaison with the RSO upon arrival at their post. SAOs are required to publish a Physical Security SOP in addition to initiating an Antiterrorism/Physical Security Enhancement program. This area of SAO operations is a function of command and will require emphasis on a daily basis. Additional Physical Security assistance is available from HQ USEUCOM in the form of survey and technical assistance team visits, which can be requested from the HQ USEUCOM Special

Assistant for Security Matters through the ECJ4-ID country desk officer. If circumstances warrant, additional operating funds are available. Family members must be included in all security programs designed to increase awareness and understanding of the threat. DoD 5200.8-R, Physical Security Program, and DoD O-2000.12-H, Protection of DoD Personnel and Activities Against Acts of Terrorism and Political Turbulence, are the base directives governing the development and execution of SAO Physical Security and Antiterrorism programs.

h. Domicile to Duty Transportation (DTDT). SAO Chiefs will examine DTDT requirements carefully. Justification for DTDT must be based upon the determination that a valid terrorist threat exists and that furnishing government transportation will provide protection not otherwise available. ECSM must concur with the need for DTDT. Once authorization is granted, renewal must be conducted quarterly. AR 1-75/OPNAVINST 4900.31G/AFR 400-45 provides more details.

18. **Classification Authority**. See DoD Regulation 5200.1R, Information Security Program.

19. **Information Systems Management**.

a. SAO Communications Support. SAOs will not usually be provided with U.S. military communications personnel and equipment for direct communications support; however, SAOs may be authorized to use nearby U.S. military communications facilities. SAOs should maximize the use of available DoS, DoD, and commercial communications facilities (leased or toll). Cryptographic services are usually provided by the DoS (local Embassy) communications personnel. The SAO Chief should report inadequate communications support via message to USCINCEUR//ECJ4-ID//, info ECJ6-S. Such reports should provide sufficient detail to support remedial action. Initial inquiries should be made to ECJ4-ID Security Assistance Training and Automation Branch at DSN 430-7479 (Fax DSN 430-7400) or commercial (49) 680-7479.

b. Priority of Communications Mode. Until replaced by the Defense Messaging System (DMS), the AUTODIN messaging system is the primary means for communications of a directive or tasking nature. E-mail, mail, facsimile and courier services may be used as coordination tools and as backups to the messaging system. During emergencies, the use of any available means of communications is justified, including the use of available U.S. shipping facilities, military aircraft, and allied military communications.

c. Financing Leased Commercial Facilities. Instructions for the financing of leased commercial facilities or for commercial toll charges (telephone and telegraph) are contained in DoS Foreign Affairs Manual (FAM), Volume 4, Appendix B. Budgeting for the annual cost for commercial facilities is the responsibility of the SAO Chief.

d. Authorized Use of Information Systems. Use of government computers by SAO personnel will be in accordance with SM 100-3, Authorized Use of Government Computer Networks. This memorandum defines policy and gives specific examples of what is allowed and what is not when using government owned computer systems.

20. **Official Travel.**

a. Intra-Theater SAO Travel. ED 5-4, Granting Travel Clearance for official Travel Visits To and Within the USEUCOM Area, applies for intra-theater SAO travel. SAO Chiefs may perform official travel within their host countries without concurrence from or notification to HQ USEUCOM. However, SAO Chiefs are required to notify HQ USEUCOM/ECJ4-ID when they will travel out of country as described in Section 21 (b) of this document.

b. Travel Aboard SAO/Mission Aircraft. Eligibility for travel aboard SAO/Mission aircraft will be determined IAW DoD Regulation 4515.13.R, Air Transportation Eligibility. Requests for travel aboard SAO aircraft by family members of SAO/Mission personnel (outside the SAO/Mission Chief's sphere of accreditation, for EML Program travel, and space available travel when accompanied by sponsor in ordinary leave status) will be sent to USEUCOM/ECJ4 for review prior to being forwarded to the appropriate approval authority.

c. Authorization of SAO Subordinate Member Travel. SAO Chiefs may authorize subordinates' official travel outside the host country, given receipt of appropriate country clearance(s) for intra-theater travel.

d. Travel with Foreign Dignitaries. Occasionally, the SAO Chief or designated representative is required to accompany host country officials to CONUS, which prevents use of U.S. flag carriers. Exception is granted under JTR Volume 1, Paragraphs M2150 and M2152, and JTR Volume 2, Paragraphs C2204 and C2206. A certificate or memorandum justifying the use of foreign flag carrier must be kept on file and a copy appended to the individual travel voucher.

21. **Leaves of Absence.**

a. The SAO Chief will formally designate the member occupying the next senior position within the SAO as the acting Chief to serve in the Chief's absence. Either the SAO Chief or the acting Chief will be available for duty at all times. Under unusual circumstances, requests for exception to policy will be sent to USCINCEUR//ECJ4-ID//.

b. USCINCEUR/ECJ4-ID is the approval authority for all SAO Chief leave as well as SAO Chief official travel outside the area of his or her official accreditation. Requests for approval of travel outside the SAO area of official accreditation should be forwarded to ECJ4-ID no later than eight working days prior to departure. Approval must be obtained before departure and must be filed with the resulting travel voucher. These requests may be processed via message, fax or email through the country desk officer in ECJ4-ID as directed in paragraph 23e below.

c. Procedures for Emergency Leave. Emergency Leave for the SAO Chief will be considered automatically approved. However, a priority message containing information requested in paragraph 23e will be sent to ECJ4-ID.

d. Leave of Absence. All leaves of absence will be processed in accordance with applicable Military Department policies and regulations.

e. **Administrative Processing of Leave Documents.** When leave is granted for travel, within or outside the host country, SAO Chiefs will ensure that leave orders, identification documents, immunization certificates, and any other documentation has been obtained for the principal and all accompanying family members. The SAO Chief will ensure that travel documents are prepared in accordance with U.S. military regulations and that they meet the individual requirements of the country or countries visited or transited.

22. **Uniforms for SAO Personnel.** Military members assigned SAO duty are required to possess appropriate Service uniforms. Unless the Chief of the U.S. Diplomatic Mission objects, appropriate military uniforms will be worn by SAO personnel during official greetings, briefings, and during other official associations with prominent U.S. military officials who usually wear the Service uniform. If no prominent U.S. military officials are present, SAO personnel will follow the guidance published by the Chief of the U.S. Diplomatic Mission.

23. **Reports Management Program.** A reports management program will be conducted in accordance with SM 5-14, Records Management. The following list of reports are specifically identified:

a. **Significant Activity Report (SAR).** SAO Chiefs will submit a monthly SAR message to USCINCEUR//ECJ4// no later than seven working days after the end of the reporting month. The message should not exceed five pages and contain the following:

- (1) Summary,
- (2) Key Issues and Significant Events,
- (3) Personnel/Resources/Logistics (including a list of upcoming evaluation close-out dates and award submission suspenses),
- (4) Way Ahead (upcoming events for the next 60 days),
- (5) Chief's Comments (issues of specific concern to USEUCOM, to include issues needing ECJ4 or staff action to complete and identification of individuals/organizations which have provided outstanding support to the SAO), and
- (6) Message Point of Contact.

b. **5-Year Plan.** The SAO Chief will produce an annual 5-Year Plan that details the SAO vision for success in addition to planned and desired outcomes and objectives. Each SAO will submit their 5-Year Plan to ECJ4-ID by 15 February.

c. **SAO Historical Report.** The SAO Chief will produce an annual historical report that provides a chronological history of yearly SAO activities. Each SAO will submit their report to ECJ4-ID by 15 March.

d. **Leave and Out-of-Country Travel Requests.** SAO Chiefs will request approval from HQ USEUCOM/ECJ4-ID of all leave and out-of-country travel, including dates of travel, itinerary, and identification (name, rank, service) of acting SAO Chief during absence. These requests should be sent via message, fax, or email through the appropriate ECJ4-ID desk officer not later

than eight working days prior to departure. A copy of the approval shall be attached to the office file copy of the travel voucher.

e. Positions of Prominence and Influence Report. SAO Chiefs are required by DSCA to submit a report identifying by name and other data all former international military students who have risen to positions of prominence and influence in their own country. Detailed guidance on this requirement, including format and frequency, will be provided to all SAOs.

f. Endangered U.S. Personnel Report. The Arms Export Control Act (AECA), Section 21 (c), as amended, requires: "a report to Congress within 48 hours of the existence or change in status of significant hostilities or terrorist acts or a series of such acts that may endanger American lives and property involving a country in which U.S. personnel are performing Defense services under the AECA and Foreign Assistance Act (FAA)." Telephone or radio contact with HQ USEUCOM Command Center should be made prior to releasing the required message provided it does not delay transmission beyond the 48-hour report requirement.

g. Personnel Reports. SAO Chiefs will provide the information requested on the ECJ4-IM data collection sheet for inbound reporting personnel to ECJ4-ID within four days of the member's reporting date. SAO Chiefs will also provide notice to ECJ4-ID of personnel reassignment 90 and 60 days prior to the projected departure date, to include the member's new unit, departure date, pending awards, and forwarding and leave addresses. A final notice with this information will also be forwarded to ECJ4-ID after the member departs.

24. **Public Affairs (PA)**. The SAO Chief has an important public affairs role and must establish an exceptional relationship with the Chief of Mission, the Country Team, and the host nation's Ministry of Defense officials.

a. The U.S. Embassy Public Affairs Officer can provide the SAO Chief and USEUCOM Public Affairs (ECPA) with in-country points of contact for the local Ministry of Information or its counterpart and any local, national, or international media in the area. He or she can also provide guidance for any host nation sensitivities regarding outstanding issues.

b. ECPA is responsible for providing public affairs guidance for military operations in all countries in the USEUCOM AOR. ECPA should be contacted immediately for any significant issues relating to U.S. military personnel or operations in the host country. They will coordinate any required U.S. military public affairs response with the local embassy or consulate and the Department of Defense (OASD(PA)).

c. SAOs should ensure they are on distribution for HQ USEUCOM Public Affairs directives. Overall public affairs policy guidance is contained in ED 15-1, [Public Affairs] Organization and Policies. The HQ USEUCOM Public Affairs Office (ECPA) can be reached at DSN 430-8010 (Fax: DSN 430-5380) or commercial (49) 711-680-8010.

25. **Enhanced Morale, Welfare and Recreational (MWR) Standards.** The following standards outline Enhanced Morale, Welfare and Recreational (MWR) programs designed to enhance the quality of life for HQ USEUCOM Security Assistance (SA) personnel:

a. General Morale, Welfare and Recreation.

(1) SAO operating funds. SAO operating funds may supplement unit funds in those SAOs where adverse environmental conditions exist. Guidelines for the use of SAO funds for MWR purposes are found below.

(2) Environmental Morale Leave (EML). Both funded and unfunded EML programs have been approved for selected SAOs. Funding is from the SAOs operating budget and should be budgeted for annually, based on locally developed EML travel projections. Personnel on one-year tours or within six months of rotation are not eligible for EML unless a waiver is obtained from ECJ1. Funded EML travel can only be taken from the member's duty station, not from a TDY location.

(3) MWR equipment procured via Country Case or Assistance-in-Kind (AIK) funds. MWR equipment procured for TAFTs/MTTs via country case, or Assistance-in-Kind (AIK) funds for TAFTS/MTTs and the SAO, is host nation property and must be accounted for using the same procedures as for equipment purchased with SAO operating funds.

(4) ECJ4-ID will issue an annual budget call to SAOs to support a fitness program funded through USAREUR. This budget call will provide details regarding funding for exercise equipment and memberships in local fitness centers.

b. Enhancement Program Categories.

(1) Category I: Programs that include the use of recreational equipment for shared use among the SA community outside individual living areas.

(2) Category II: Programs that include the use of recreational or entertainment equipment intended for primary use in quarters living areas.

(3) Category IIA: Programs that include those SAOs (located in Types 3, 4 and 5 countries) as defined in reference (n) where limited or very little cultural or recreational activity is available outside the home; or where security is of such concern that the bulk of off-duty time is spent in either individual quarters or quarters of friends and colleagues.

(4) Category IIB: Programs that include those SAOs located in all other countries (Types 1 and 2) are defined in reference (n).

(5) Category III: Programs that include equipment or privileges (such as memberships in community or recreational organizations generally restricted by regulation and requiring waivers from this Headquarters and/or DSCA (reference (q) applies).

c. Definitions.

(1) Expendable: Items which are consumed during normal usage, and unit priced less than \$100 dollars. Some office furniture under \$300 dollars in value is also included.

(2) Durable: This category consists normally of hand tools. Hand receipt control is required for hand tools but not Property Book control.

(3) Non-expendable: Items that are not consumed in use and that retain their original identity. These items must be authorized in a Common Table of Allowance (CTA) or the unit Joint Table of Allowance (JTA). These items must be accounted for on the organization's Property Book.

d. Procedures for Requesting MWR Enhancements.

(1) Each SAO should prioritize MWR enhancements in categories I, II, IIA, IIB and III for yearly submission to HQ USEUCOM, ECJ4-ID. The SAO must forward the request to USCINCEUR//ECJ4-ID//, prior to obtaining funding authorization under this program. Funds must be obligated during the fiscal year for which the equipment is requested.

(2) Each item requested under this program should include detailed justification, perceived benefit, proposed use (frequency/availability), total local purchase cost (if applicable), shipping costs, etc.

(3) All requests, regardless of category will be evaluated on a case-by-case basis. Acquisition of expendable items may be locally approved by the SAO.

(4) SAOs must receive approval from ECJ4-ID prior to requisitioning an item not listed on the CTA or on the SAO's JTA. Submit JTA change requests IAW reference (q) to USCINCEUR//ECJ4-ID//. JTA change requests will be made at the same time as the MWR enhancement request.

(5) Equipment acquired for TAFTs and MTTs through Country Case Funds (CCF) or as Assistance-In-Kind (AIK) for a SAO becomes the property of the host nation and must be accounted for using the same, but separate, property book procedures as for direct funded equipment. Repair, operation, security, and prevention of abuse becomes the responsibility of the current user and falls under the overall control of the SAO Chief. Once the case is "complete" the property transfers to the host nation.

(6) MWR equipment purchased with SA or Country Case Funds may be shared with other USG mission personnel provided reciprocity is given to SAO personnel on MWR items of their own respective organizations. MTT/TAFT personnel should not be counted to justify SA purchased items/privileges.

(7) The SAO Chief should establish internal procedures for the safe and effective operation and control of MWR equipment. All SAO personnel should have equal access to community-shared equipment, facilities, tape libraries, etc.

e. Criteria for Acquisition of Category I Equipment. Category I equipment requests will be approved on a case-by-case basis depending on local environmental and recreational conditions.

f. Criteria for Acquisition of Category II Equipment.

(1) Audio High Fidelity Components. Adequate high fidelity audio equipment compatible with host nation electrical systems is available for purchase by SAO members at their personal expense. Except under unusual circumstances, SAO funds will not be expended for these items.

(2) American Forces Network (AFN) Satellite Broadcast Equipment. With the termination of the AFN Mini-TV service, SAO personnel must now purchase AFN satellite broadcast antennas, receivers, and decoders from AAFES to obtain English-language TV and radio service. OMA funds may be used to purchase equipment necessary to receive AFN satellite broadcasts only for SAO office use. OMA funds may not be used to purchase such equipment as MWR equipment for use in personnel quarters. Host nation permission to receive such broadcasts must be obtained prior to requesting purchase of AFN satellite receiver/decoder equipment. Embassy permission is also necessary if the SAO is collocated with the mission.

(3) Sixteen-millimeter movie projectors. Sixteen-millimeter films are available from AAFES or other sources. The SAO is authorized to place two movie projectors on the Joint Table of Allowances (JTA). One additional projector is authorized in the ratio of one projector per 20 persons assigned.

(4) Videocassette Recorder (VCR) and compatible television sets. Most VCRs purchased in CONUS are 60 Hz capable and may not be convertible to 50 Hz required as required for European, Middle East, and African electrical systems. Additionally, four different color systems are used in the USCINCEUR area: NTSC 3.38 (US and AFN-TV); NTSC 4.48 (Middle East unique); SECAM (Greece and some Middle East countries); and PAL (Continental Europe plus many Middle East and African nations). If VCR and TV's are included in MWR enhancement packages, equipment compatible with NTSC 3.38 and local TV broadcasts and/or tape availability should be selected. Authorized criteria:

(a) Cat IIA: One VCR/TV combination for each SAO quarters or one VCR/TV combination for each two military members dependent upon local conditions. Justification should be included in locally developed SAO quality of life enhancements plan.

(b) Cat IIB: Generally not recommended unless unique local circumstances exist: APO restrictions on AAFES catalog items, lack of access to reasonably priced equipment, etc. which merit acquisition by SA funds. Justification should be included in locally developed quality of life enhancements plan.

(5) Videocassette Library. Many Embassies provide videocassettes through the Joint Administrative Office (JAO) or an informal U.S. Government employee association that provides cassettes at nominal fees. Local videocassette rental may also be available. Use of existing library services is encouraged. Should sufficient videocassettes not be available locally, you may request funding for a videocassette SAO Library. Each SAO will establish local control procedures (with a copy submitted to this headquarters) which would safeguard the copyright of commercially procured pre-recorded videocassettes.

g. Criteria for Acquisition of Category III Privileges. MWR activities such as memberships in social and recreational clubs can be financed with appropriated and nonappropriated funds of the military department operating the activities in which SAO personnel participate. (Such activities cannot be funded with SAO operating funds.) With justification, HQ USEUCOM, ECJ4-ID, can authorize such memberships for hardship locations where entertainment or alternative recreational opportunities are extremely limited or nonexistent. Authorizations will be given on a case-by-case basis and usually will be restricted to Type 5, Category IIA locations. Memberships must be in the name of the organization and not tied to a specific individual.

h. Quality of Life Approval Authority. HQ USEUCOM, ECJ4-ID, in coordination with HQ USEUCOM, ECJ1-PM and ECCM-B, is the approving authority for isolated SAO quality of life enhancements.

i. SAO Budgeting/Funding Requirements. SAOs will include approved quality of life requirements in the next budget submission to HQ USEUCOM. Funding will be provided as either part of regular quarterly grant authority or included in year-end funding.

26. **Trade Show Policy.**

a. The determination for the type of participation, direct or indirect, is made by SECDEF. Each show is judged individually as to the security interests served by U.S. participation. Indirect and direct participation are defined as follows:

(1) Indirect participation. Active participation in formal programs at trade shows is prohibited. This includes presenting speeches or acting formal representatives of the U.S. Government. Personnel attending shows should avoid all actions that promote or may appear to promote arms sales. All costs associated with DoD involvement must be reimbursed at no cost to the government. Equipment desired by industry must be leased and shipped to the show site at the contractor's expense.

(2) Direct participation. Active support and participation is authorized. Authorized DoD support activities include: transportation of aircraft and other equipment to the show; providing military personnel for manning equipment and display booths; provision of security; provision of display booths highlighting new developments in U.S. defense technology; and exploration of cost sharing arrangements with contractors/industrial associations to help defray costs. SAO Chiefs participating in trade shows where Direct DoD participation is required must ensure their Ambassador's request for their participation is released at least seven months prior to the event.

b. As DoD guidance and oversight of its participation in international trade shows are rigorous, SAO Chiefs are cautioned not to be overly optimistic upon receiving requests from the country team or host nations for direct DoD participation in new shows. Chiefs should not assume USEUCOM or SECDEF will automatically approve requests for direct DoD participation.

c. USEUCOM personnel participation/attendance policy is defined as follows:

(1) Security assistance personnel may attend subject shows in leave status, if desired. SAO representatives will be allowed to attend trade shows in an official capacity providing:

(a) Their attendance will improve the performance of assigned functions resulting from observing material on display and learning from host country personnel about their respective programs.

(b) Their host government is involved in the actual/potential selection/purchase of major weapon systems.

(c) The SAO attendees have the technical expertise necessary to discuss weapon systems with host nation officials.

(d) Attendees will escort host country officials, if possible.

d. Requests for attendance must be submitted for approval to USCINCEUR//ECJ4-ID//. When submitting requests for attendance, proposed attendees must clearly justify the value to future host nation procurement. Requests will also include activities and weapons systems to be observed, names of host country personnel who will also attend, and travel arrangements. Exceptions to the above guidance will be considered on a case-by-case basis. Requests for more than two SAO representatives to attend a trade show will be approved by ECJ4 and the DoD on-scene commander.

27. Audit Programs, Reporting, and Command Inspections. Periodically, SAOs may be scheduled for special audits by the U.S. General Accounting Offices (GAO), the DoD Inspector General (IG) or the State Department IG. ED 50-5, Relationships With External Audit Agencies, prescribes SAO/audit relationships and outlines actions required of SAOs in connection with these audits. The HQ USEUCOM Comptroller is the audit liaison officer for external audits.

a. Type of Audits and Inspection Agencies. The SAO is subject to several types of audits and inspections. The General Accounting Office (GAO) conducts periodic investigations and develops reports for Congress. The DoD Office of the Inspector General has a broad responsibility and may elect to conduct audits of SAOs. Specific guidance pertaining to audits and inspections is contained in ED 50-5 and the SAMM.

b. USEUCOM Inspector General (IG) and ECJ4-ID Visits. The USEUCOM IG (ECIG) conducts regular inspections of SAOs. ECIG conducts inspections using the SAO/ODC Command Inspection Guide, available on the ECJ4 web site. In addition, teams from ECJ4-ID

visit SAOs to provide assistance in meeting audit/inspection requirements by performing their own inspections.

c. ED 50-5 and the SAMM provide the SAO Chief guidance on the type of reports required during an SAO audit as well as reports required to be prepared following an audit.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL A. CANAVAN
Lieutenant General, USA
Chief of Staff

DAVID R. ELLIS
LTC, USA
Adjutant General

Appendix
A - References

DISTRIBUTION:
A

Appendix A

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- b. DoD Directive 1100.12, Authority for Establishing Special Command Positions, 03 Sep 91.
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- d. DoD Manual 1348.33-M, Manual of Military Decorations & Awards, 12 Sep 96.
- e. DoD O-2000.12-H, Protection of DoD Personnel and Activities Against Acts of Terrorism and Political Turbulence, Feb 93.
- f. DoD Directive 2055.3, Manning of Security Assistance Organizations and the Selection and USDP Training of Security Assistance Personnel, 11 Mar 85.
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- k. DoD Regulation 5200.8R, Physical Security Program.
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- o. Defense Finance and Accounting Service (Indianapolis Center) Regulation 37-1, Finance and Accounting Policy Implementation, 18 Sep 95
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- t. USEUCOM Directive 15-1, Organization and Policies, 4 May 95.
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- v. USEUCOM Directive 25-3, Sensitive Compartmented Information Access Management Administration, SCI Access Certification, 29 Jul 98.
- w. USEUCOM Directive 25-4, Joint Key Management (U) (FOUO), 6 May 97.
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